

**COCOA LIFE  
MAINSTREAMING GENDER EQUALITY IN COCOA  
2015 UPDATE**



## **Cocoa Life - mainstreaming gender equality in cocoa**

### **2015 Update**

At Mondelēz International, our ambition is to create empowered cocoa farmers in thriving communities, at scale. We do this through our Cocoa Life program, working with suppliers, community development experts, governments and other partners. We will invest \$400 million to empower 200,000 farmers and reach 1 million community members in our six key cocoa growing origins by 2022. Our ultimate goal is to source all our cocoa sustainably, mainly via Cocoa Life.

Progress will be tracked and results published, according to a framework of independent evaluation and verification, led by Harvard University.

We believe that gender equality benefits everyone and is essential if cocoa communities are to thrive. In 2014, we published third-party assessments by Harvard University and CARE International that revealed striking gaps in income and opportunities for female cocoa farmers. For example, in Ghana, female cocoa farmers earn 25-30 percent less than their male counterparts. And in Côte d'Ivoire, women in cocoa communities earn up to 70 percent less than men. In both countries, women struggle with lower farm productivity, smaller farms and less access to financing and farm inputs.

These data support insights from the 2008 report "Mapping Sustainable Production in Ghanaian Cocoa", (Barrientos & K. Asenso-Okyere). This highlighted gender as an issue to be tackled as part of any investment into cocoa sustainability and led to gender equality being defined as a key cross-cutting theme at the inception of our Cocoa Life program, when it was known as the Cadbury Cocoa Partnership. We continue to collaborate with Stephanie Barrientos' gender research.

We have worked to mainstream gender empowerment and to increase women's agency across the cocoa sector since establishing our program in 2009. Our work continues to evolve, in line with our ambition to empower cocoa farmers in thriving communities at scale, as well as our ultimate goal to source all our cocoa sustainably, mainly via Cocoa Life.

Our direct involvement through our ten-year Cocoa Life program commitment achieves substantial scale for our gender work in its own right. In addition, working in partnership with government agencies, suppliers and NGOs spreads awareness of our gender challenges, program interventions and learnings more widely across the sector. This is described in more detail at page 6.

We welcome Oxfam's involvement in supporting women in the cocoa sector. In October 2014, Oxfam's independent consultant found that our recently published gender action plans for Ghana and Cote d'Ivoire "stood out as being reasonably comprehensive and significantly stronger" than other action plans assessed.

Since then, we have reviewed the consultant's findings with our non-profit implementing partners, external advisers and Harvard, to identify if there are areas where we can further strengthen Cocoa Life's gender work.

This report addresses four areas: metrics and further gender research; interventions and actionable solutions; addressing gender in our next sourcing country; and mainstreaming gender empowerment in cocoa origins.

## 1. Metrics and further gender research

We published our framework of 10 global KPIs in 2013. Since then, we have defined a range of local metrics that will be tracked to help us assess progress against these KPIs. We are publishing the metrics for Ghana and Cote d'Ivoire for the first time below. In other origins, we will use the same metrics framework, adapted as appropriate to local conditions.

To help us assess impacts on female workers (waged or unwaged), the KPI on income is tracked by a metric assessing income of cocoa farmers *and their workers*, both men and women.

In addition, various local metrics will help us to track the impact on women of interventions that are designed to empower women, such as business training, participation in farmer and community groups and entrepreneurship.

The full framework is shown below, with relevant KPIs and metrics highlighted.

Harvard will track these metrics annually in Cocoa Life communities and report progress in an annual evaluation. Every third year, this evaluation will include control communities as part of an independent verification of progress.

We do not propose to conduct further standalone research into the status of women in our cocoa supply chain, since this integrated approach enables us to track progress, draw learnings and understand underlying causes, within individual origins and across Cocoa Life as a whole.

We will regularly report progress and share learnings with stakeholders.

<b>FARMING</b>		
<b>KPIs</b>	<b>Net income from Cocoa (Men &amp; Women)</b>	<b>Cocoa productivity (Men &amp; Women)</b>
Local metrics	Average annual incomes of farmers/farm workers from cocoa farming (M/W)	<p>Percentage of Farmers (owners/caretakers/sharecroppers) in the community who are active members of farmer organization (M/W)</p> <p>Number of farmers directly trained in Good Agricultural Practices (GAPs)/and or business management skills (M/W)</p> <p>Percentage of farmers adopting best practices (M/W)</p> <p>Tons of cocoa per hectare i.e. cocoa yield (M/W)</p>

<b>COMMUNITY</b>		
<b>KPIs</b>	<b>An increase in women's participation in decision making process</b>	<b>Increase of capacity in the community to plan and advocate for their own social development</b>
Local metrics	<p>Number of women trained in requisite technical and business management skills</p> <p>Number of trained women in requisite technical training starting or expanding their enterprises</p> <p>Number and percent of women in leadership and/or decision making positions in their communities</p>	<p>% of cocoa life community members who are part of co-operatives (M/W)</p> <p>% of communities with Community Action Plan (CAP) projects integrated into District medium term development plans</p> <p>Number of community development initiatives/projects supported by District Assemblies (DAs) and other stakeholders</p>
<b>LIVELIHOODS</b>		
<b>KPIs</b>	<b>Net income from sources other than cocoa (Men &amp; Women)</b>	<b>Cocoa farmers reduced vulnerability to external shocks</b>
Local metrics	<p>Number of community members participating in business training activities (M/W)</p> <p>% of participants practising at least one of the livelihood skills they have been trained on (M/W)</p> <p>Average annual household incomes from non-cocoa sources</p>	<p>Number of farmers trained in financial planning skills (M/W)</p> <p>% of farmers who incorporated at least one of the promoted financial planning skills in their livelihoods (M/W)</p> <p>% of households that have had sufficient access to food throughout the year</p>
<b>YOUTH</b>		
<b>KPIs</b>	<b>Reduction in child labour and forced child labour</b>	<b>Increase in career opportunity for youth in the cocoa sector (M/W)</b>
Local metrics	<p>Number of farmers and community members educated on issues of child labour and forced child labor</p> <p>% of children in Cocoa Life communities retained in school up to basic school level</p> <p>% of children found in worst forms of child labor</p>	<p>Number of youth trained on cocoa related enterprises (M/W)</p> <p>% of youth involved in cocoa farming activities (M/W)</p>

<b>ENVIRONMENT</b>		
<b>KPIs</b>	<b>Helping future farming generations through sustainable natural resource use on the farm</b>	<b>Increase conservation of forests and maintenance of ecosystems</b>
Local metrics	Number of farmers trained on sustainable natural resource management practices (M/W)  % of farmers with adequate shade trees on their farms to enhance biodiversity (M/W)  % of forest degradation at cocoa frontiers  Number and percent of water bodies in Cocoa Life communities protected  % of farmers adopting soil improvement practices in Cocoa Life Communities	Number of farmers trained on sustainable ecosystem management practices (M/W)  Hectares of protected areas of various forms in Cocoa Life Districts  % of farmers practicing sustainable ecosystem management practices

## 2. Interventions and actionable solutions

In addition to the enhanced metrics described above, Cocoa Life continues to build interventions to support women’s participation as cocoa suppliers and to reduce discrimination when working as unpaid family members or as waged workers.

While we focus on the role of women in cocoa farming, we continue to support their wider role in the community and how building agency and supporting livelihoods for women beyond cocoa can contribute to empowerment.

### **Ghana: stepping up action to increase women’s leadership role in producer groups.**

Cocoa Life communities form individual cooperative societies which, in turn, form district cooperative unions. We require all to be open to membership by anyone working on a cocoa farm, including spouses and adult children of cocoa farmers, as well as care-takers and other farm workers.

To ensure strong representation of women in leadership positions, each cooperative society or union is mandated to ensure that women comprise at least a third of its executive members. This has been achieved by cooperative societies but not yet by district cooperative unions, where currently 10 out of 35 positions are filled by women (see table below).

<b>Position</b>	<b>Female</b>	<b>Male</b>
President	0	7
Vice-Pres.	1	6
Treasurer	7	0
Secretary	1	6
Manager	1	6

Consistent and supportive interventions are being implemented to build more confidence among women to adopt **leadership positions** through knowledge and skills. These interventions include working with the Department of Cooperatives to help women organize formal groups led by Women Extension Volunteers. Research, and our own experience, show that women are more comfortable sharing and learning from each other in such groups. The range of training within the groups covers well-being of the women and their families, as well as good agricultural practices and leadership training. Groups set their own rules and elect officers from among them. Their leaders are then able to represent them at meetings and platforms where they share space with men. The lesson we have learned from this is that women who have grown confident within the women's groups compete for executive roles in the wider farmer groups and, even, for local government positions.

Another supportive intervention is the assistance given to women to undergo enterprise training to help them establish and run enterprise-based cooperatives.

Across the program, training is being tailored to meet women's needs – for example by ensuring that farmer training sessions are held at suitable times and locations. Our gender action plan includes training to support women to plan time and delegate tasks to enable them to participate in group activities.

We are also seeking to increase the number of women able to acquire **land and tree ownership**. Existing tenure systems work against this and so we have begun a sensitization program among community leaders and male family heads to support women owning land to cultivate cocoa and other crops. In addition, our ongoing work to map cocoa farms increases understanding of land tenure and encourages farmers (male and female) to ensure they hold proper land ownership documentation.

We continue to develop actions to address **income disparities** among female waged workers and unpaid female family workers based on program learnings, including from the enhanced metrics described in section 1 above. These interventions focus on three main areas:

- assisting unpaid female family members to grow and process food crops as commercial ventures
- monitoring waged female workers' income and acting to eliminate gaps through training and community sensitization
- working with stakeholders to support female relatives of migrant workers. This is considered to be the most vulnerable group of female cocoa workers, since wages are often negotiated by, and paid to, male relatives. In addition, this group often lives in hamlets away from the main communities.

### **Cote d'Ivoire: embedding actions to empower women as we build our program**

Our gender assessments, published in 2014, indicated wider income disparities of up to 70% in Cote d'Ivoire, compared with 25-30% in Ghana. As a result, we're building a comprehensive approach to women's empowerment, engaging our suppliers, the government and the national cocoa platform, as well as our NGO implementing partners.

Implementation of the gender action plan began in the first quarter of 2015. It includes **training of program field staff and managers of implementing partner organizations** on gender principles and key tools to strengthen women's leadership.

As we implement our Community Action Plans, direct interventions are being implemented by partner NGOs to build **women's participation in community development committees and to train women** to adopt leadership roles alongside their male colleagues.

Access to diversified sources of income is a powerful tool to strengthen women's roles in households and communities. We have established an opportunity fund to **provide finance to women's groups, including unpaid female workers**, to develop income generating activities and facilitate savings.

As part of this focus on livelihoods, we assist unpaid female family members and smallholder women cocoa farmers to grow and process marketable food crops for improving the diet of their families and increasing their income.

Like in other program countries, we will develop and **monitor key metrics related to female workers' income** and this assessment will be included in the baseline survey planned in the second quarter of 2015.

### **3. Addressing gender in our next sourcing country**

Our next sourcing country is Indonesia. By early 2016, we anticipate completing and publishing our baseline assessment and Cocoa Life program plan.

The assessment will be based on the integrated metrics framework described in section 1, adapted as appropriate to conditions in Indonesia. It will, therefore, incorporate a comprehensive gender assessment. Resulting gender actions will be incorporated into the Cocoa Life program plan for Indonesia. This will be developed by our local program team in partnership with government agencies, suppliers and NGOs.

We approach gender as a cross-cutting theme in Cocoa Life and take an integrated approach, to support our ambition to mainstream gender equality in the cocoa sector.

### **4. Mainstreaming gender empowerment in cocoa origins**

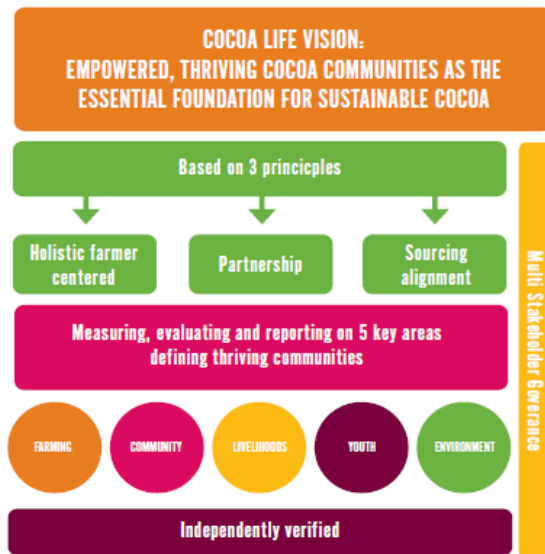
In each Cocoa Life origin, Ghana, Cote d'Ivoire and Indonesia, our program team works closely with NGO, supplier and government partners.

This team meets regularly to develop program plans and assess progress. Early in the project, the team will consider findings from the NGO-led needs assessments to help shape program design within the broad framework shown below. This group will review baseline data and annual evaluations of progress against the Cocoa Life metrics; as well as quarterly activity reviews by implementing partners (NGOs and suppliers).

In Cote d'Ivoire, for example, the group is chaired by the Conseil du Café Cacao, enabling a two-way exchange of learnings and experience between Cocoa Life and the wider cocoa sector.

Likewise, in Ghana, we work with Ghana Cocoa Board to underscore the very real benefits of mainstreaming women's empowerment into their mission for the country's cocoa sector.

In addition we draw on partners' expertise to build new actions into our program – examples include actions in Ghana to support female migrant workers and actions in Ghana and Cote d'Ivoire to improve financial access by establishing Village Savings and Loans Associations.



Our decision to align Cocoa Life with our cocoa sourcing means that progress with improving gender equality will directly benefit a growing proportion of our cocoa supply. Our ultimate goal is to source all our cocoa sustainably, the majority via Cocoa Life.

Beyond this, awareness of our gender equality actions will spread well beyond the program itself. In addition to public reporting of independent evaluations, learnings will be shared directly with our program partners. NGOs, suppliers and government agencies all bring experiences into the program and, in return, can take Cocoa Life learnings outside to the rest of the cocoa sector.

In this way, experience is shared and the sector as a whole can advance.